

Message Text

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ACTION AF-10

INFO OCT-01 ISO-00 SS-15 SP-02 MMO-01 NSC-05 SIG-03
AID-05 ICA-11 PC-01 CIAE-00 INR-10 NSAE-00 /064 W
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FM AMEMBASSY DAR ES SALAAM
TO SECSTATE WASHDC 8382

LIMITED OFFICIAL USE SECTION 1 OF 3 DAR ES SALAAM 1742

E.O. 11652: N/A
TAGS: AMGT
SUBJECT: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)

REF: STATE 069374

1. TOTAL MISSION RESOURCES (OPTIMAL)

TOTAL	TOTAL			
PERSONNEL:	DIRECT HIRE (INCREASE)		CONTRACT (INCREASE)	
	US	LOCAL	US	LOCAL
STATE	17 (0)	49 (21)	0	0 (-18)
AID	24 (2)	26 (PLUS4)	77 (-6)	16 (PLUS2)
(PASA)	5	0	0	0
ICA	4	12 (3)	0	0 (-3)
PEACE CORPS STAFF	3 (3)	4 (PLUS 4)	0	3 (PLUS 3)
TOTAL INCREASES	53 (PLUS 5)	91 (PLUS 32)	77 (-6)	19 (-16)

FY-80

PROGRAM:

	OPTIMAL	INCREASE
STATE (TOTAL S&E)	\$ 390,526	\$ 84,965
AID	22,472,000	4,500,000
ICA (TOTAL COUNTRY BUDGET		
INCLUDING FAS,ETC.)	691,000	96,000
PEACE CORPS (TOTAL		

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COUNTRY BUDGET)	400,000	400,000
SPECIAL SELF HELP	10,000	10,000
	\$23,966,526	\$5,090,065

ADMINISTRATIVE SUPPORT ONLY (FAS, LOCAL PERSKNNEL, OFFICE SPACE,
SUPPLIES, EQUIPMENT, ALLOWANCES, TRAVEL, ETC.)

	OPTIMAL	INCREASE
STATE	\$ 540,701	\$ 138,597
AID	1,100,000	100,000
ICA (INCLUDED IN FAS AND OTHER PARTS OF ICA PROGRAM BUDGET FIGURES)		
PEACE CORPS	300,000	300,000
	\$ 1,940,701	\$ 538,597
GRAND TOTAL	\$25,904,227	\$5,629,562

2. AGENCY PROGRAMS' CONTRIBUTIONS TO GOALS/OBJECTIVES- PRESENT AND PROJECTED INCREASES.

OVERALL -- THE SINGLE MOST IMPORTANT INSTRUMENT IN PURSUING ALL OF OUR GOALS AND OBJECTIVES DOES NOT LEND ITSELF TO DESCRIPTION IN TERMS OF RESOURCE ALLOCATION BY AGENCIES. IT CONSISTS SIMPLY OF CONTINUATION OF FREE AND FRANK EXCHANGE OF VIEWS ON ALL SUBJECTS IN A FRIENDLY ATMOSPHERE WITH PRESIDENT NYERERE AND THE TOP TANZANIAN LEADERSHIP BY THE AMERICAN AMBASSADOR RESIDENT IN DAR ES SALAAM AND BY SENIOR AMERICAN OFFICIALS VISITING HERE AND MEETING SENIOR TANZANIAN OFFICIALS IN THE U.S.

AS TO INDIVIDUAL AGENCIES:

STATE: DEPARTMENT PERSONNEL MAKE THE MOST DIRECT CONTRIBUTION TO THE ABOVE. ADDITIONALLY, STATE PERSONNEL/PROGRAM HAVE LIMITED OFFICIAL USE

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CERTAIN SUPPORT RESPONSIBILITIES FOR OTHER AGENCIES IN THE MISSION. THE OPTIMAL PACKAGE FOR FY-80 IS ESSENTIAL TO MEET WHAT WE PROJECT AS SOME INCREASED OPPORTUNITIES TO PURSUE OUR GOALS. WE EXPECT A CONTINUING IMPROVED POLITICAL CLIMATE WILL EXPAND OUR CIRCLE AND FREQUENCY OF CONTACTS, THUS PERMITTING EFFECTIVE USE OF GREATER RESOURCES FOR REPRESENTATION AND TRAVEL. PROJECTED INCREASED COMMERCIAL OPPORTUNITIES FROM TANZANIA'S GROWTH AND SHIFT TOWARD ECONOMIC PRAGMATISM WILL JUSTIFY INCREASED RESOURCE ALLOCATION TO OUR ECONOMIC/ COMMERCIAL SECTION IN TERMS OF TRAVEL, REPRESENTATION AND MAYBE SOME CONTRACT RESEARCH WORK. WE EXPECT AN INCREASE IN OFFICIAL USG OOISITMFS WHICH WILL REQUIRE GREATER REPRESENTATION FUNDS. THESE ACTIVITIES, PLUS OPPORTUNITIES FOR MORE POLITICAL REPORTING, MORE CONSULAR SERVICES ASSOCIATED WITH ANTICIPATED GROWTH IN US TOURISM HERE, AND GREATER INTEGRATION AND MORE MANAGERIAL DIRECTION OF EXPANDED ACTIVITIES OF OTHER AGENCIES, WILL BE MET WITHOUT ANY INCREASE IN PERSONNEL STRENGTH. THE INCREASE IN DIRECT LOCAL HIRE IS PARTLY OFFSET BY AN EQUAL DECREASE IN CONTRACT LOCAL EMPLOYEES BECAUSE OF OUR INTENTION TO REGULARIZE THAT NUMBER OF CONTRACT LOCAL PERSONNEL. ADDITIONALLY, WE WANT TO REGULARIZE AS DIRECT HIRE OUR THREE LONG TERM PIT LOCAL EMPLOYEES. DOLLAR GROWTH OF \$223,727 OVER CURRENT LEVEL

ALLOTMENT IS PRIMARILY DUE TO INFLATION AND SECONDARILY TO INCREASED TRAVEL AND REPRESENTATION EXPENSES AND TO COSTS ASSOCIATED WITH MOVING INTO A NEW CHANCERY IN FY '79.

USAID: OUR AID PROGRAM IS NOT LARGE ENOUGH IN RELATION TO THE CONTRIBUTIONS OF OTHER DONORS TO GIVE US IN AND OF ITSELF THE KIND OF POLITICAL AND COMMERCIAL LEVERAGE THAT WE GAIN IN OTHER PLACES. EVEN IF IT WERE LARGER, NYERERE DOES NOT REACT THAT WAY. NEVERTHELESS, SOME KIND OF ASSISTANCE PROGRAM IS A SINCE QUA NON OF DOING BUSINESS HERE AN EXPANDING PROGRAM IS AN IMPORTANT REFLECTION OF OUR IMPROVING RELATIONS IN OTHER AREAS.

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OUR AID PROGRAM SERVES OUR GOALS OF GAINING ACCESS TO SENIOR OFFICIALS (I) AND, MORE IMPORTANTLY, OF IMPROVING OUR IMAGE HERE (III) BY SHOWING OUR RESPONSIVENESS TO SOUTHERN HEMISPHERE PROBLEMS AND OUR WILLINGNESS TO RESPOND TO THE NEEDS OF NATIONS WITH A VARIETY OF POLITICAL PERSUASIONS. EXPERIENCE HAS TAUGHT US THAT WE ARE MOST EFFECTIVE IN PROVIDING TECHNICAL ASSISTANCE PROJECTS SUPPLYING HIGHLY SKILLED PEOPLE IN FOOD PRODUCTION AND HEALTH.

OUR PLANNED FY 1980 INCREASES ARE TARGETTED ON THREE AREAS. THE BULK OF THE \$4.5 MILLION INCREASE OVER FY 1979 WILL GO TO THE MULTISECTORAL ARUSHA VILLAGE DEVELOPMENT PROJECT (ABOUT \$3 MILLION). THERE WILL BE A SPURT OF SKEWED EXPENDITURES IN THE FY 1980 STAGE OF THE PROJECT, AS PREVIOUSLY PURCHASED EQUIPMENT IS PUT TO USE AND INFRASTRUCTURE IS BUILT. THE OTHER MAJOR INCREASES WILL BE FOR THE ZANZIBAR RICE PROJECT AND FOR A NEW INSTITUTION FOR IN-SERVICE TRAINING IN HEALTH CARE. (THE ZANZIBAR PROJECT SERVES OUR OBJECTIVE OF INCREASING OUR ACCESS AND INFLUENCE ON THAT ISLAND WHOSE PRESIDENT MAY REPLACE NYERERE

IN 1980 AND FROM WHERE A NUMBER OF SENIOR GOVERNMENT OFFICIALS COME.)

ALL OF THESE ACTIVITIES ARE VERY MUCH IN LINE WITH THE CONGRESSIONAL MANDATE, AND WE ARE CONVINCED THAT ALL OF THEM WILL MAKE SOLID CONTRIBUTIONS TO TANZANIA'S DEVELOPMENT NEEDS LIMITED OFFICIAL USE

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IN AREAS WHERE THE US CAN DO BETTER THAN OTHER DONORS. THE MATERIAL ABOVE DOES NOT REFLECT THE ADDITIONAL \$2.3 MILLION WE HAVE PLANNED FOR PL 480 TITLE II. THIS RESOURCE WILL SUPPORT CRS AND MINISTRY OF HEALTH CHILD FEEDING PROGRAMS. GIVEN TANZANIA'S OVERALL PROJECTED FOOD GRAIN POSITION WE DO NOT FORSEE A TITLE I INPUT IN FY1980. OUR TITLE I PROGRAM OF THE PAST FEW YEARS IN MEETING THE MOST KEY OF TANZANIA'S TEMPORARY FOOD IMPORT REQUIREMENTS.

NEITHER DO THE ACTIVITIES OUTLINED ABOVE BRING US ALL THE WAY UP TO THE \$27C RMILLION "MARK" FOR TANZANIA ESTABLISHED BY AID/W FOR FY 1980. WE VERY MUCH WANT TO USE ALL OF THIS MONEY (WHICH REPRESENTS ABOUT \$4.5 MILLION MORE THAN OUR PLANNED TECHNICAL ASSISTANCE PROGRAM). HOWEVER, WE CAN EXPAND THAT TECHNICAL ASSISTANCE PROGRAM ONLY SO FAST, BOTH IN TERMS OF PROJECT DESIGN, OUR ABILITY HERE TO SUPPORT MORE PEOPLE, AND AID/W'S INABILITY TO DATE TO RECRUIT AND PLACE QUALIFIED MANAGEMENT AND EXPERT PERSONNEL. THUS WE WILL BE SUBMITTING PROPOSALS FOR THE EXTRA \$4.5 MILLION WHICH ARE ESSENTIALLY FOR BUDGET SUPPORT OR INCREASED CAPITAL INPUTS.

THE USAID PERSONNEL INCREASES THAT WE PROJECT ARE MINIMALLY SUPPORTIVE OF OUR INCREASED PROGRAM ACTIVITIES: UNDER DIRECT HIRE AMERICANS, WE PLAN AN ASSISTANT GSO, A ROAD ENGINEER, AND A

HEALTH PROJECT MANAGER TO BE OFFSET BY LOSING AA FFP OFFICER (IF

WE DO NOT GET ANOTHER FFP PROGRAM). UNDER LOCAL DIRECT HIRE

EMPLOYEES, WE PLAN FOR AN ADDITIONAL FFP EMPLOYEE, A SECRETARY, A GSO EMPLOYEE AND A STATISTICIAN. OUR CONTRACT EMPLOYEES WILL GO DOWN BY SIX AMERICANS (ALL ASSOCIATED WITH THE PHASING OUT OF THE MASAI PROJECT AND AGRICULTURAL MANPOWER PROJECT) AND UP BY TWO LIMITED OFFICIAL USE

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LOCAL EMPLOYEES (A GSO EMPLOYEE FOR CONTRACTORS AND AN AGRICULTURAL FIELD SURVEYOR.

ICA: OUR INFORMATION, CULTURAL, EXCHANGE AND OTHER COMMUNICATION ACTIVITIES SERVE OUR OBJECTIVES OF SEEKING TANZANIAN COOPERATION ON AFRICAN ISSUES THROUGH IMPROVED ACCESS TO SENIOR OFFICIALS AND OF IMPROVING THE US IMAGE IN TANZANIA. IN PURSUIT OF THE LATTER, ICA ACTIVITIES HELP US WITH MEETING OUR OBJECTIVES OF EMPHASIZING THE COMPATIBILITY OF THE US POSITION WITH MOST OF TANZANIA'S POSITIONS ON SOUTHERN AFRICA, OF SOFTENING TANZANIA ATTITUDES TOWARD THE US WORLD ROLE (ESPECIALLY ON NORTH-SOUTH ISSUES), AND OF KEEPING INFLUENTIAL TANZANIANS INFORMED OF OUR POSITIONS ON MAJOR INTERNATIONAL ISSUES. THIS WE PLAN TO

CONTINUE TO DO THROUGH A CAREFULLY TAILORED PROGRAM OF PERSONAL CONTACTS BY OUR THREE AMERICAN ICA OFFICERS. PROJECTED RESOURCE ALLOCATION INCREASES IN PERSONNEL ARE LIMITED TO REGULARIZING THREE LOCAL CONTRACT EMPLOYEES INTO DIRECT HIRE LOCAL POSITIONS. PROGRAM INCREASES GO TO RESTORING A THIRD AMERICAN LECTURER AT THE UNIVERSITY (A MAJOR TRAINING GROUND OF TANZANIAN INFLUENTIALS THAT HAS BEGUN TO OPEN UP TO US), PROVIDING FIVE ADDITIONAL IV GRANTS (THUS IMPROVING OUR ACCESS TO SENIOR OFFICIALS), GIVING TWO ADDITIONAL GRADUATE STUDENT GRANTS AND TWO UNDERGRADUATE GRANTS IN JOURNALISM (THE LATTER IN SUPPORT OF OUR COMMITMENT IN UNESCO AND ELSEWHERE TO IMPROVE THE INDEPENDENT QUALITY OF THE THIRD WORLD PRESS), AND A SMALL INCREASE IN FUNDS TO PROMOTE AWARENESS OF USAID ACTIVITIES IN TANZANIA.

PEACE CORPS: WE ARE STILL IN THE PROCESS OF NEGOTIATING THE START UP OF A PEACE CORPS PROGRAM HERE. IF, AS WE EXPECT, IT BEGINS TO OPERATE THIS YEAR, WE WILL THEN BE BETTER ABLE TO PROJECT ITS SIZE AND SCOPE. THE PEACE CORPS WOULD SERVE GOALS I AND III (DEVELOP CLOSE RELATIONSHIPS WITH SENIOR OFFICIALS AND IMPROVE OUR IMAGE AMONG TANZANIANS). APART FROM THE INCREASE

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DEVOTION AND MOTIVATION WE EXPECT THE PC TO BRING TO OUR -- AND TANZANIA'S -- EFFORTS TO IMPROVE LIVING CONDITIONS HERE AND THE REAL CONTRIBUTION IT WILL MAKE TO DEVELOPMENT, WE SEE THE PEACE CORPS AS BECOMING A RATHER SENSITIVE WEATHER

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VAIN OF OUR STANDING HERE. ACCEPTANCE BY TANZANIA OF THE PEACE CORPS WILL SYMBOLIZE ACCEPTANCE IN GENERAL OF US FOREIGN POLICY IN TANZANIA. AS LONG AS THE PEACE CORPS IS HERE, THAT WILL HELP US BOTH IN TANZANIA AND ELSEWHERE IN THE THIRD WORLD WHERE TANZANIA'S EXAMPLE IS IMPORTANT. OUR PRESENTLY PROJECTED MODEST PROGRAM START-UP IN FY 79 WOULD INCREASE IN FY 80 TO THREE DIRECT HIRE AMERICANS, FOUR DIRECT HIRE LOCAL EMPLOYEES AND THREE LOCAL CONTRACT EMPLOYEES, SERVING A VOLUNTARY CORPS THAT WE PROJECT TO GROW TO ABOUT 100 BY FY 80. THE PROGRAM BUDGET OF \$400,000 AND BARE BONES ADMINISTRATIVE SUPPORT PROJECTION OF \$3000,000 IS CONSISTENT WITH THE KIND OF PROFILE WE BELIEVE TO BE MOST EFFECTIVE AT THE BEGINNING. AS WE GET A BETTER FEEL IN THE MONTHS AHEAD OF THE KINDS OF PEACE CORPS PROGRAMS THE TANZANIANS WANT, THE PROJECTIONS MAY VARY.

SPECIAL SELF HELP: THIS PROGRAM SERVES GOAL III (IMAGE) IN A MINOR WAY CONSISTENT WITH THE COST. WE WILL CONTINUE TO LOOK FOR USEFUL AND DRAMATIC PROJECTS, SUCH AS THOSE ASSOCIATED WITH REBUILDING AFTER THE DESTRUCTION OF FLOODS THIS YEAR.

3. IMPOSED BUDGET CUT AREAS. APPROACHING THE BUDGET AS A MISSION-WIDE DOCUMENT RATHER THAN AS A COMPILATION OF DISTINCT AGENCY BUDGETS, OUR MAJOR CUTS WOULD COME FROM OUR USAID PROGRAMS JUST AS OUR MAJOR PROJECT INCREASES NORMALLY DO. THAT IS NOT ONLY BECAUSE USAID CONSTITUTES SOME 96 PERCENT OF OUR MISSION-WIDE LIMITED OFFICIAL USE

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RESOURCE ALLOCATIONS. OUR JUDGMENT IS THAT OUR OTHER PROGRAMS, ALREADY DESIGNED TO BE LEAN OPERATIONS, CANNOT ACCEPTABLY ABSORB A 10 PERCENT CUT AND ADEQUATELY PURSUE THE GOALS AND OBJECTIVES THAT WE HAVE SET AS A MISSION. THAT IS NOT TO SAY THAT OUR USAID PROGRAMS HAVE BUILT IN SLACK. THEY DO NOT. WE HAVE LABORIOUSLY EXAMINED EACH NEW PROJECT TO ENSURE THAT IT ADDRESSES A DEVELOPMENT NEED THAT WE CAN EFFECTIVELY FILL. IT IS SIMPLY THAT THE DOLLAR SIZE OF THE USAID PROGRAM RELATIVE TO OUR OTHER

PROGRAMS MAKES CUTS LESS PAINFUL THERE TO THE ACHIEVEMENT OF OUR GOALS AND OBJECTIVES HERE. IT IS ALSO BECAUSE IT TAKES MORE AID DOLLARS THAN STATE OR ICA DOLLARS TO MAKE AN EQUIVALENT CONTRIBUTION TO PURSUIT OF OUR MAJOR GOALS AND OBJECTIVES IN TANZANIA.

FIVE PERCENT REDUCTION:

-- AID: POSTPONE INITIATION OF OUR NEW HEALTH CARE PROJECT -- INSTITUTE FOR IN-SERVICE TRAINING (ESTIMATED SAVINGS \$700,000).

AID: REDUCE HEIFER PROJECT INTERNATIONAL PROJECT FROM 500 MORE TO 200 MORE HEAD OF CATTLE (ESTIMATED SAVINGS \$300,000).

-- AID: REDUCED EXPENDITURES FROM SEVERAL OTHER TECHNICAL ASSISTANCE PROJECTS AND OPERATING BUDGET (ESTIMATED SAVINGS \$175,000).

-- ICA: REDUCE TOPIC DISTRIBUTION FROM 3,000 TO 2,000 (ESTIMATED SAVINGS \$4,300).

-- ICA: REDUCE FILM PROGRAM (ESTIMATED SAVINGS \$14,000).

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-- STATE: RESTRICT EMBASSY TRAVEL (ESTIMATED SAVINGS \$19,000).

-- STATE: REDUCE SCHEDULED EMBASSY MAINTENANCE AND REPAIRS (ESTIMATED SAVINGS \$2,500).

-- STATE: REDUCE EMBASSY OVERTIME (ESTIMATED SAVINGS \$5,000).

-- STATE: REDUCE EMBASSY ADMIN SECTION BY ONE CORE LOCAL EMPLOYEE (ESTIMATED SAVINGS \$2,300).

TEN PERCENT REDUCTION -- IN ADDITION TO ABOVE, ADD:

-- AID: POSTPONE ZANZIBAR RICE PROGRAM (ESTIMATED SAVING \$1.3 MILLION).

-- ICA: ELIMINATE TWO IV GRANTS (ESTIMATED SAVING \$10,000).

-- ICA: REDUCE TOPIC DISTRIBUTION TO 1,500 (ESTIMATED ADDITIONAL SAVINGS \$2,000).

-- ICA: REDUCE FILM PROGRAM (ESTIMATED SAVINGS \$1,600).

-- STATE: REDUCE EMBASSY REPLACEMENT SCHEDULE OF OFFICE EQUIPMENT AND USG-SUPPLIED HOUSEHOLD GOODS (ESTIMATED SAVINGS \$18,000).

-- STATE: REDUCE CONSULATE ZANZIBAR BY ONE AMERICAN OFFICER
(ESTIMATED SAVINGS \$25,000).

4. CUTS IN USAID AND ICA BUDGETS WOULD HAVE UNDERSIRABLE BUT
MINIMALLY ACCEPTABLE CONSEQUENCES FOR EFFECTIVE PURSUIT
OF GOALS I AND III. OUR IDENTIFICATION OF WHERE WE WOULD TAKE
IMPOSED BUDGET CUTS BY NO MEANS IMPLIES WE SEEK THEM OR THAT US
INTERESTS ARE BEST SERVED BY SUCH CUTS. WE HAVE DESIGNED OUR
OPTIMAL BUDGET WITH FULL MUSCLE-NO FAT CONCEPTS. EMBASSY
SUBMITTING SEPTEL MORE DETAILED DISCUSSION OF IMPACT OF BUDGET
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CUTS IN STATE PERSONNEL FOR GOALS AND OBJECTIVES PER STATE
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SPAIN

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